THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT AND GREEN SUPPLY CHAIN MANAGEMENT PRACTICES ON SUSTAINABLE PERFORMANCE

AHMED ADNAN ABDALRAHIM ZAID

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Universiti Tun Hussein Onn Malaysia

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Sincerely dedicated to my beloved Mother, Father, Nisreen, Zaid, Rahaf, Adnan, and other member of the family and friends….

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ABSTRACT

A growing amount of studies have focused on green supply chain management (GSCM) and green human resource management (GHRM) practices that incorporate ecological thinking, these practices are expected to affect Triple Bottom Lines (TBL) of sustainability of manufacturing organisations. This study aims at investigating the linkage between GHRM practices, internal and external GSCM practices, as well as their impact on the TBL of sustainability performance among Palestinian manufacturing organisations. To meet these objectives, 17 hypotheses tailored by the theoretical lenses of Resource Based View (RBV) was proposed to test the theorized relationship of GHRM practices, GSCM practices and TBL of sustainability. A quantitative method is applied in which data is collected from a customised survey with 121 firms functioning in the most pollutant manufacturing sectors such as food, chemical, and pharmaceutical sectors in Palestine. The data analysis was conducted using SmartPLS 3.2.7. The results show that both GHRM and GSCM practices have a positive effect on sustainable performance in a joint manner. Moreover, the results also revealed that GHRM practices have a direct significant effect on sustainable performance as well as a significant mediating effect with GSCM practices. In particular, internal GSCM practices positively mediate between GHRM practices and sustainable performance, whereas external GSCM practices mediate only the relationship between GHRM practices and environmental dimension of sustainable performance, thus suggesting absence of awareness among manufacturers regarding the effectiveness of this type of GSCM practices for an improved economic and social dimensions of sustainable performance, and calling for more attention from green training programs. This study provides some implications in terms of theory advancements and practical applications that can help practitioners to better understand the issues related to the GHRM practices, GSCM practices and sustainable performance of the manufacturing organisations.

ABSTRAK

Peningkatan kajian yang memberi tumpuan kepada Pengurusan Rantaian Bekalan Hijau (GSCM) dan amalan-amalan Pengurusan Sumber Manusia Hijau (GHRM) yang menggabungkan pemikiran ekologi, dijangka akan menjejaskan kemampanan Bawah Talian Bertiga (TBL) sesebuah organisasi pembuatan. Kajian ini bertujuan untuk menyiasat hubungan antara amalan-amalan GHRM, amalan GSCM dalaman dan luaran, serta kesannya terhadap kemapanan prestasi TBL antara organisasi pembuatan di Palestin. Untuk memenuhi objektif-objektif tersebut, 17 hipotesis yang direka berdasarkan kanta teori daripada Pandangan Berasaskan Sumber (RBV) telah dicadangkan untuk menguji hubungan teori amalan GHRM, amalan GSCM dan kemampanan TBL. Kaedah kuantitatif digunakan di mana data yang dikumpul dari kaji selidik yang telah diubahsuai dengan kebanyakan 121 firma dalam sektor-sektor pembuatan yang berfungsi dalam pencemaran seperti sektor kimia, makanan dan farmaseutikal di Palestin. Analisis data dijalankan menggunakan SmartPLS 3.2.7. Hasil kajian menunjukkan bahawa amalan GHRM dan GSCM mempunyai kesan positif kepada prestasi yang lebih mapan secara bersama. Selain itu, keputusan itu juga mendedahkan bahawa amalan-amalan GHRM mempunyai kesan langsung yang besar mencapai prestasi yang mapan serta kesan pengantaraan yang besar dengan amalan GSCM. Secara khususnya, amalan positif dalaman GSCM menjadi pengantara antara amalan GHRM dan prestasi yang lebih mapan, manakala amalan luar GSCM hanya menjadi perantara hubungan antara amalan GHRM dan dimensi alam sekitar dengan prestasi mampan Oleh itu kajian mencadangkan tiada kesedaran di kalangan pengeluar mengenai keberkesanan amalan GSCM bagi dimensi ekonomi dan sosial yang lebih baik untuk mencapai prestasi yang mapan jenis ini, dan menyeru perhatian yang lebih dari program-program latihan hijau. Kajian ini memberi beberapa implikasi dari segi kemajuan teori dan aplikasi praktikal yang boleh membantu para pengamal untuk lebih memahami isu-isu yang berkaitan dengan amalan-amalan GHRM, amalan GSCM dan prestasi yang lebih mapan organisasi pembuatan.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF SYMBOLS AND ABBREVIATIONS

GSCM	-	Green Supply Chain Management
GHRM	-	Green Human Resources Management
HRM	-	Human Resources Management
HR	-	Human Resources
SC	-	Supply Chain
SCM	-	Supply Chain Management
EM	-	Environmental Management
EMS	-	Environmental Management System
EP	-	Environmental Performance
Ec.P	-	Economic Performance
SP	-	Social Performance
GH	-	Green Hiring
GTI	-	Green Training and Involvement
GPC	-	Green Performance and Compensation
GP	-	Green Purchasing
ECO	-	Eco-design
IEM	-	Internal Environmental Management
EC	-	Environmental Collaboration
RL	-	Reverse Logistic
IV	-	Independent Variable
DV	-	Dependent Variable
OPT	-	Occupied Palestinian Territories
PFI	-	Palestinian Federation of Industries
RBV	-	Resource-based view
SEM	-	Structural Equation Modeling
PLS	-	Partial Least Square
EQA	-	Environment Quality Authority

PEnA	-	Palestinian situation, the Ministry of Environmental Affairs
PCBS	-	Palestinian Central Bureau of statistics
TBL	-	Triple Bottom Line
NIS	-	New Israeli Shekel

LIST OF APPENDICES

CHAPTER 1

INTRODUCTION

1.1 Research Background

Growing attention towards environmental sustainability has been inducing stress for firms into being more conscious of their environmental effects. Such a phenomenon is especially faced by highly contaminating industries, which are particularly pressured with these issues (Masri, 2016). Manufacturing companies, which employ the most manpower and have the most noticeable footprint and influence on the community, are known to work over the resources used and discharge poisonous wastes into the environment during product manufacturing. The industry plays a key role in the development of economic and social well-being in the Palestinian society and is the largest contributor to the country's environmental pollution issues that need to be assessed, monitored, and rectified (Masri & Jaaron, 2017). The negative impact manufacturing organisations have on the environment leads to demands for sustainable practices to meet environmental, economic, and social needs (Diabat, Khodaverdi, & Olfat, 2013; Hussain, Rigoni, & Orij, 2018).

It is undeniable that the manufacturing industry is highly instrumental in providing options for the act of sustainability promotion and contributions (Cai *et al.*, 2019; Sarkar, 2013). The industrial behaviour is particularly crucial in the context of environmental management, which is further reflected by the growing number of global environmental directives and escalating consumer concern (Abdullah, 2016; Sezen & Cankaya, 2013). Regarding these rising pressures, manufacturing organisations are increasingly implementing green practices within their operations (Deshwal, 2015) and are compelled to take part effectively in ecological management keeping in mind the goal of meeting the requirement of sustainable development (Tseng, Tan, & Siriban, 2013a). All organisations are now ‘obliged’ to make more

effort in balancing their economic, social, and environmental performance, especially for those with community-related, competitive and regulatory pressures (Ayuso *et al.*, 2014). Achieving this balance is perceived as a difficult and, in some cases, controversial challenge (George *et al.*, 2015; Haffar & Searcy, 2017).

The effort to conserve the natural environment has been recognised as a new business ‘‘megatrend’’ that forces fundamental and persistent shifts in competition among organisations (Markman & Krause, 2016). Consequently, environmental management massively becomes a core element of organisations’ strategies (Longoni & Cagliano, 2015; McKinsey, 2013). Environmental Management System (EMS) ISO 14001 is an acknowledged tool that is utilised for attaining organisational sustainable development; one that is highly crucial in environmental management (Testa *et al.*, 2014). The swift and burgeoning economic growth has resulted in its adoption by manufacturing organisations for the purpose of environmental performance enhancement (Zhang, Wang, & Wang, 2014).

Notwithstanding the attempts made to minimise environmental issues, obstacles remain to crop up and increase in number. This leads to the suggestion of various feasible techniques as a potential solution for different ecological problems, thus altering the Environmental Management (EM) landscape. Green Supply Chain Management (GCSM) is conceptually different from its root theory in the way it is incorporated into the environmental thought processes across all levels. It encompasses the entire sustainable Supply Chain Management (SCM) process, which includes environmental audit for suppliers’ internal management, environmental requirements for purchased items, ISO 14001 certification, cooperation with suppliers and customers for environmental objectives (Fahimnia, Sarkis, & Davarzani, 2015).

GSCM has been proposed as a new management activity whereupon companies are empowered to embed sustainability in their manufacturing activities by limiting adverse ecological effect and improving environmental productivity (Nadarajah & Sabri, 2016). GSCM has attracted the interest and attention of researchers and practitioners over the past twenty years (Dubey *et al.*, 2017). GSCM refers to all stages of SCM that needs to abide by the environmental protective requirement (Wu, 2013). It can be divided into internal and external organisational ecological practices (Guang *et al.*, 2012; Zaid, Jaaron, & Talib Bon, 2018a), which necessitates extensive cooperation among Supply Chain (SC) members (Thoo *et al.*, 2014; Al-Sheyadi, Muyldermans, & Kauppi, 2019).

In the case of combination, coordination, and structuring of multiple organisations within a supply chain, a higher number of individual involvements are to be expected. This correlates with intricate human relationships, thus resulting in the need for behavioural problems to be acknowledged. Lengnick-Hall, Lengnick-Hall, and Rigsbee (2013) have particularly underlined the positive impact of Human Resource Management (HRM) towards SCM. Besides, many researchers have affirmed that the successful adoption of SCM practices is dependent upon the appropriate HRM system (Khan *et al.,* 2013; Ellinger & Ellinger, 2014). In fact, Human Resources (HR) practices, while playing a prominent role in the dissemination of sustainable SC practices (Aragão & Jabbour, 2017; Fisher *et al.*, 2010); also tend to be critical of GSCM practices (Muduli *et al.,* 2013). Their bid to champion eco-innovation via enhanced SC operations incorporation has led to the tendencies of becoming "greener" and the goals of a highly involved GSCM (Chiappetta & Jabbour, 2019; Meera & Chitramani, 2014).

It is possible that Green Human Resources Management (GHRM), due to its human behavioural dimensions which are vital for any green management, will also become important (Jabbour & de Sousa Jabbour, 2016; Wagner, 2013). GHRM practices are powerful tools in making organisations and their operations green (Rezaei-Moghaddam, 2016) due to them being indicative of a systemic and coordinated structure of excellent HRM activities present, alongside organisational ecological goals (Teixeira *et al.,* 2016). This requires the arrangement between the HR department and other functional departments of the corporation (Haddock-Millar *et al.* 2016). These wide-encompassing views regarding the relationship between HRM and SCM available in the literature allow the assumption of GHRM's positive impact towards GSCM, despite literature for both areas being very limited (Chiappetta & Jabbour, 2019; Luzzini, Longoni, & Guerci, 2014; Nejati, Rabiei, & Jabbour, 2017).

Turning to the Palestinian context, it can be said that it is a given that the manufacturing sector is very significant to the Palestinian society; in fact, there is a recognised need to adopt different environmentally friendly practices in order to manage environmental issues (GIZ, 2014; Masri & Jaaron, 2017). However, GHRM and GSCM practices are rarely adopted by manufacturing firms in Palestine since many of them are not sure how important the practices are to sustain their businesses. This study targeted Palestinian industries that have a direct effect on human health and the environment and where any efforts to minimise the environmental footprints of

these industries are likely to have a noticeable impact on environmental protection and sustainable development.

Consequently, to fill the gaps found in the literature, this study aims to construct a more comprehensive research framework on a cross-functional approach for EMS to explore how the dissemination of environmental practices toward HR and SC domains affects sustainable performance among Palestinian manufacturing organisations, providing insightful implications for both theory and practice. In addition, to elucidate the mechanism that explains the link between GHRM and GSCM, presenting, in particular, the role of GHRM for disseminating environmental ideologies among employees and thus in SC activities. The results of this empirical study will intend to bridge the gaps in linking GSCM and GHRM studies besides, providing needed evidence for manufacturing organisations to improve their sustainable performance.

The next section will explain further EM issues in Palestinian context and their increasing importance in manufacturing organisations.

1.1.1 Environmental Management in Palestine

Developing countries have differing diversity in economic, cultural, and ecological issues concerns and interests. There is an exceptional distinction in ecological worries among the Euro-Mediterranean nations and the Arab nations in the Middle East and North Africa (MENA) district, because of an assortment of reasons including exchange connections, the geographic vicinity, and boundary contamination issues. Various elements are attributable towards organisational adoption of a benchmark-level commitment towards green and sustainability practices, particularly stakeholder pressure. This encompasses parties such as government regulators, community advocates, and non-governmental organisations and worldwide rivals (Scur & Barbosa, 2017). The call for improved environmental performance is also further emphasised by the influence of neighbouring or far off developed nations or trade partners. Similarly, import restrictions are utilised as a common mechanism for enforcing the adherence for environmental laws or improving one's environmental performance so as to minimise the resulting negative impacts (Masri & Jaaron, 2017; Gamso, 2017).

The number of the total population in Occupied Palestinian Territories (OPT) is around 4,976,684 including 2,097,233 in Gaza strip and 2,879,451 in West Bank (UNFPA, 2019). Table 1.1 shows the number of the total population of the OPT in the last four years.

Table 1.1: The population of the OPT (PCBS, 2019)

Year	Pobulation
2019	4,976,684
2018	4,854,013
2017	4,733,357
2016	4,632,025

In the West Bank and Gaza Strip of Palestine, there are currently about 15,000 registered industrial firms (Khatib, Karki, & Sato, 2015) The types of industries that characterize Palestinian industrial sectors are metal and engineering, food and beverages, stone and marble, textiles, garments and leather, wood and furniture, printing and packaging, plastic and rubber, handicrafts, chemicals, pharmaceuticals, paper, glass, and electrical equipment (PFI, 2019). These industrial sectors are active components in the economic development of Palestine (ARIJ, 2015).

The Ministry of Environmental Affairs (MEnA) was established by the Palestinian National Authority in Dec 1996. MEnA, which called now as "Palestinian Environmental Authority (PEnA)" which is incharge of creating directions, methodologies, administration designs and checking programs, which aim to utilise and preserve land in Palestine by creating and developing HR, advancing ecological projects and activities, besides promoting environmental awareness programs. PEnA is going about as the focal delegate definitive body in charge of all ecological issue in the Palestinian Territories. Additionally, its expressed strategy is to effectively include different services, foundations, Non-Governmental Organisations (NGOs) and the private sectors in the decision-making process (Masri, 2016).

One of the main sectors under PEnA supervision is the Industrial sector. The industry is the main pillar of the economy and the establishment of a future Palestinian state. The latter sector contributing around 20% of the Gross Domestic Product (GDP) and more than 40% of total exports in the year 2016 (PalTrade, 2016). Generally, the manufacturing sector is considered one of the major contributors after the services sector in the Palestinian economy (PalTrade, 2016). Notwithstanding, the ascending

of these manufacturing industries has a negative effect on the environment by causing increments in contamination, squander and the exhaustion of regular assets. In other words, the primary wellspring of natural issues lies in industry or individual companies as people these days significantly depend on modern items to keep up their expectations for everyday comfort. As a result, this outcome has an impeding effect on the environment and human life.

In Palestine, the Environment Quality Authority (EQA) is acknowledged as the legal entity authorised with the law and regulatory implementations towards national environmental preservation. National regulations are ensured of their implementation and monitoring across various fields, including manufacturing, public health, economic, and plant protection. The entity's environmental aims include: maintaining the level of environmental pollution in check and minimising the after-effects of climate shifts, answering to environmental calamities, disseminating and enhancing the level of environmental consciousness and knowledge, and ensuring the preservation of the natural environment and its sustainability (EQA, 2018).

In Palestine, the primary environmental issues are found to be water polluting and solid waste disposal (EQA, 2018; Masri, 2016). Water pollution in the country is typically caused by the discharge of the industries and agricultural activities (Al-Jabari, 2014; GIZ, 2014). Nonetheless, the flowing water and air calamity demonstrated that these common assets must be overseen for their maintainability. The sign has represented another test for the nation to think of methodologies to secure, oversee and administer the protection of water assets and the nature of air. Aside from this, solid and hazardous waste is the next important issue. The National Strategy for Solid Waste Management (NSSWM) has indicated that the country generated an average annual solid waste of 1.1 million tonnes, which are directed to landfills or dumpsites (Al-Khateeb *et al.,* 2017). Kattoua, Al-Khatib, and Kontogianni (2019) have further described the Palestinian municipal waste management to encompass waste disposal in either landfills or open dumps. Each end-direction makes up of 31% and 69% of the total amount, respectively, which is equivalent to approximately 0.441 million tonnes annually. Moreover, the population projection by the Palestinian Central Bureau of Statistics (PCBS) has indicated that a large amount of municipal solid waste is repeatedly produced (Al-Sari, Sarhan, & Al-Khatib, 2018). Notwithstanding the critical level of waste, the reused parcel was just found to be less than 1% (GIZ, 2014). Because of the absence of awareness and some specialized limitations, numerous other

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